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TRANSCRIPT

OF THE

CIA CAREER COUNCIL

4th Meeting, 21 October 1954, at 4:00 P.M.  
DCI Conference Room, Administration Building

Present

Harrison G. Reynolds, AD/P, Chairman

25X1A9a [REDACTED] Deputy Director of Training  
Alternate for DTR, Member

25X1A9a [REDACTED], DD/P  
Alternate for DD/P, Member

25X1A9a Lyman B. Kirkpatrick, IG, Member

[REDACTED] AD/C, Member

25X1A9a [REDACTED] DD/I  
Alternate for DD/I, Member

Lawrence K. White, DD/A, Member

25X1A9a [REDACTED] Executive Secretary

25X1A9a [REDACTED] Office of Personnel, Guest

25X1A9a [REDACTED] Reporter

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SECRET

MR. REYNOLDS: The meeting will come to order. You have read the Minutes. Are there any errors, omissions, or any comments by any member of the Council? If not they stand approved. The first item on the Agenda is the DD/A Clerical Career Service, and before we open it for discussion I would like to comment myself on our own research in the Office of Personnel. We felt when we first started that there was a possibility that we might be able to have an overall Clerical Board which could service the whole Agency. In checking it we found that that was such a difficult and cumbersome performance, and that we say, "No, we don't believe we should have that. The DD/P has already set one up, and if the DD/A feels that it would aid his operations, we would certainly concur." And then see how they work, and perhaps this Council in the end would be a clearing house for certain operations. We might want to make some other moves, but it is trial and error in our opinion, and it is definitely needed, and the only reservation that we had was that we hoped that the DD/A would not change the service designation of clericals to any clerical service designation. We felt that it would be better if they stayed as logistics or what have you, but simply controlled as clericals. Simply because you tend if you separate them with a separate service designation to put them into sheep and goats again, and the crossing of the line back into the professional by a girl who has gone on through might be more difficult. That is the only comment we have to make on it, and there was nothing said in the DD/A's paper on that point.

25X1A9a MR. KIRKPATRICK: Ted, do you have a clerical board down in the DD/P?

MR. [REDACTED] Yes, we have had from the beginning.

MR. KIRKPATRICK: How does it work?

25X1A9a MR. [REDACTED] It works fine.

MR. KIRKPATRICK: They have a clerical designation?

25X1A9a MR. [REDACTED] They have a clerical designation.

MR. KIRKPATRICK: Any morale factor there?

25X1A9a MR. [REDACTED] None that has come to my attention, Kirk.

X MR. KIRKPATRICK: How do you delineate clerical?

25X1A9a MR. [REDACTED] People doing normal clerical duties which don't have, let's say, the other element of intelligence which, for instance, would make them Junior Intelligence Assistants, but pretty purely clerical or stenographic.

MR. KIRKPATRICK: Have you had any individuals who didn't want to be put in the clerical?

25X1A9a MR. [REDACTED] If we have had none have come to my attention. Whether any have come to yours or not --

MR. KIRKPATRICK: None.

25X1A9a MR. [REDACTED] We have been doing it, as I say, for over a year, and we have had no complaints from any individuals on this particular basis.

25X1A9a [REDACTED] Do you limit it to Grade 7?

25X1A9a MR. [REDACTED] Yes. We can say that wherever they work .... If they work in FI they could have FI designations, or PP they could have PP designations, or what have you, and we controlled that and finally ruled it out.

MR. REYNOLDS: Wouldn't it be a shifting back and forth which would make it difficult to go from a staff to a division and back again, and that was it?

25X1A9a MR. [REDACTED] Yes.

MR. REYNOLDS: And that was the thought I had in mind.

25X1A9a MR. [REDACTED] We have given it a thought in the DD/I area, and our present feeling is considering the way we are organized we would rather handle them right along with our regular people and use the sub-board approach underneath the intelligence production group series which is in our level, and we are dealing with small enough groups so we feel we can properly handle the clericals right along with professionals. At least we want to try it that way, and I think it is working all right so far. Otherwise you see we would have to set up some kind of a hierarchy in our DD/I level. There is already quite a work load.

25X1A9a MR. [REDACTED] And we cleared them, as you remember, Kirk, at the old Career Service Board.

COLONEL WHITE: I don't have any strong feelings one way or another. I mean that is perfectly acceptable. We are perfectly agreeable to try that, and if you think it isn't working properly, we will come back with another recommendation.

MR. REYNOLDS: I think that the whole thing comes down to a matter of trial and error, Red, anyway. We are groping to find the proper mediums of carrying these functions on, and the clerical people, as you know, it is one of our greatest problems getting them --

25X1A9a

MR. [REDACTED] If we ever had a surplus or normal market, I think we would have a different problem.

25X1A9a

MR. [REDACTED] We do have a problem when we have these relatively senior promotions within the clerical levels to keep them from following party lines, and try at least, and it is a fairly difficult problem, because of the mass to pick out whoever we can most deserving for promotion.

25X1A9a

MR. [REDACTED] Would you set up a designation -- clerical designation -- with your Board then, Red?

COLONEL WHITE: Yes.

25X1A9a

MR. [REDACTED] You would have to have some identifying factor.

COLONEL WHITE: Yes, you would have to have some identifying factor.

25X1A9a

25X1A9a

MR. REYNOLDS: [REDACTED] do you have any thoughts on the matter?

X [REDACTED] I am entirely satisfied. I have a Clerical Panel reporting to the Career Service Board.

25X1A9a

MR. REYNOLDS: Has Training any comment?

MR. [REDACTED]: So has the Office of Training, a separate panel to pass on all promotions of clerical personnel.

MR. KIRKPATRICK: I think the Clerical Staff should feel they are not lost in the great humanity of higher rank and don't have anybody looking after their particular interests. Ultimately I would like to see an Agency Career Board for Clericals so that we will . . . Take the typical example. We have clerical vacancies on my staff, as you know, Harry, and have been trying to

fill them for months, and it seems to me recognizing full well whether you are a Branch Chief or Deputy Director, if you like good clerical help, you will naturally try to hold on to it, and a girl would rather work for a Deputy Director than a Branch Chief, but today we can't work that very well. We have to go around and look in the doors and see happy smiling faces and see that there is a girl that must be happy, and then find out whether she is good and take her.

MR. REYNOLDS: We may eventually come to it, but I don't think we can come to it now until we handle the other elements.

25X1A9a MR [REDACTED] It is a tremendous problem for us.

MR. REYNOLDS: Are there any questions? I would assume that this Council approves any setup that the DD/A wishes to make on his career show, and if that is true and there are no adverse comments, the Council so orders.

25X1A9a [REDACTED] I have one question which is not on that subject but is related. Occasionally you will find a stenographer who decides she doesn't want to work in that particular office anymore. That is the only place that I have a position for her. It seems to me it would be appropriate for me to send her papers to the other Boards.

25X1A9a MR [REDACTED] By all means. We would be delighted; we might even make an exchange with you.

25X1A9a [REDACTED] She is good, but she doesn't like the guy she is working for.

25X1A9a MR [REDACTED]: I think that would be another step forward on this.

25X1A9a [REDACTED] Do that instead of her going around and trying to shop herself.

25X1A9a MR [REDACTED] That is really the function of the Placement Utilization in Personnel to place here, isn't it?

25X1A9a [REDACTED] Yes.

MR [REDACTED] If we can get cross-fertilization between Career Boards it is very helpful.

MR. REYNOLDS: It is very important if such a thing takes place we are immediately informed because we are otherwise thrown off the trolley track. If

we don't get a Form 52, Request for Personnel Action, immediately the thing takes place, we don't know where people are, and we have to know where they are.

25X1A9a [REDACTED] This would be exploratory to find out if, and a copy of that should go to the Placement people.

MR. REYNOLDS: Yes, I think our Placement man should be informed the minute exploratory action takes place.

25X1A9a MR. [REDACTED] The minute it hits our Board your placement man would be sitting there, and he would become immediately cognizant and more or less responsible.

25X1A9a MR. REYNOLDS: Are there any more comments? If not we will go to the next item on the Agenda which [REDACTED] I presume, will take over.

25X1A9a MR. [REDACTED] First I have to apologize for the absence of Matt. He had to be down below today, and there is one interesting reason for that. We have finally succeeded in talking Mr. Dulles to come down and visit us.

✓ The question of Career Staff membership requirements for external trainees first received public attention in the meeting in the Department of Agriculture in August, and you may remember that a great many questions were received on what difference there is between career and non-career staff employees with respect to privileges available to them, and the only firm answer that was given was that the expensive external training which this Agency can arrange would ordinarily be reserved for members of the Career Staff as a real privilege deserved only by people who intend to make a career of the business. After that Matt sent a letter around to the Training Liaison Officers throughout the outfit entitled, "Current Policies Pertaining to External Training." One paragraph read as follows:

Training at non-CIA facilities is intended only for career employees. Personnel who have been with the Agency for more than three years shall have applied for status as career employees. Personnel who have been with the Agency for less than three years shall certify in writing their career intentions. In special circumstances, personnel from other agencies on tour with the Agency will be considered for external training on a basis of duration of their tour, extent of training and special needs of the offices of their assignment.

You probably have heard some of the horror stories which led to that statement, especially with respect to people from other agencies -- the man who received two years of Chinese training at Yale, for example, and went back to his parent service the following week after completion of two years at Agency expense. That is only one example of a good many. Therefore our own interest in whether people are career staff employees or not when they apply for external training is first from the point of view of the whole Agency whether it is right to say that this is a privilege which only career staff people have a right to apply, and, secondly, from the point of view of the Office of Training, the interest must be twofold; first, the budgetary, and, second, the knowledge that such training is definitely in the interest of the sponsoring office. I would like to speak for a moment on the budgetary problem. Here are some figures from fiscal year 1954. Area training we met 48 requests externally at a total cost of \$178,000 or roughly \$4,000 each. Language, 223 enrollments in external training facilities at a cost of \$209,000 odd dollars, or a little less than \$1,000 a man. Other meaning all kinds of courses in a wide variety of subjects, mainly here in local universities, but also Management at Harvard and many other things, 371 at a cost of \$47,000, a substantially lower cost for these than the costs for area and language. This statement of policy was circulated to the Training Officers with the request that they comment on the application of these policies to their own offices, and we received a wide variety of comments on that one point of Career Service. Many people did not care, or they cared only a little bit, or approved it. The strongest statement against it came from [REDACTED] of ORR and was as follows: 25X1A9a

Paragraph B3 of your memorandum states that only personnel who are members of the CIA Career Staff shall normally be eligible for training at non-CIA facilities. In FY 1954, it is estimated that 125 persons will have been scheduled for sponsorship to local universities in courses of direct benefit to their work in this office. Of this number, only 22% have been on duty with CIA for three years or longer. In FY 1955, it is planned that ORR will sponsor approximately 186 persons for part-time courses at local universities. Of this number, only 37% would have been on duty with CIA for three years or longer.

The foregoing reflects ORR policy for sponsorship of after-hours part-time external training as a means of increasing the competency of its personnel. Through sponsored part-time external training, taken on the analysts' own time, ORR personnel have been provided with the means of keeping abreast with developments in their fast-moving fields. Effective broadening through cross-fertilization of disciplines has been accomplished by encouraging analysts through sponsorship to enroll in introductory and advanced part-time training at local evening schools in other than their special fields. The curtailment which would be required if B3 is applied would present obvious and serious difficulties to continuing our part-time external training "growth" program.

MR. KIRKPATRICK: In the first place that is a comment from a new office where their proportion of personnel new to the Agency is much larger than any of the other more stable offices. I think that is coped with by your statement that if people indicate they are going to make a career in the Agency they can get this external training. The second point is I certainly fall away from his arguments very rapidly when he starts going into external training as a mode of broadening one's base but not in their specific fields of interest. I think the Agency could get itself into considerable hot water on spending federal funds for that purpose, and the third point is how many private companies spend money on training individuals who they can't count on as career people. They just don't do it.

25X1A9a

MR. [REDACTED]: I think your second point is the one that most interests Matt from the point of view of the whole Agency. It is the demonstrated need of the office which must take precedence, and we certainly can arrange a system whereby the office head can show that such and such a course is in the interest of the Agency. We certainly can't go into the kinds of courses that would be nice to have.

MR. KIRKPATRICK: I would like to go to GW and take music. I could make a case that would broaden my background and make a better person of me, but I wouldn't want to make that to [REDACTED]

25X1A9a

25X1A9a

MR. [REDACTED]: The subsequent meeting with Matt . . . as long as people indicated the intent of joining the Career Service that we permit them.

25X1A9a

MR. [REDACTED]: That is the strongest statement against the policy, and I gathered that by and large it was agreed at the Training Policy Committee.

25X1A9a

MR. [REDACTED]: May I ask how you would show that intent because that is a matter which the Selection Board --



MR. KIRKPATRICK: I don't see that the intent here is basically different from anybody who signs a career paper as of this moment, "I have no mental reservations about making a career with the Agency," and the same thing applies there, and my guess is the percentage of loss of those before reaching their three years and deciding to go elsewhere would probably be not greater than the percentage of loss of people who are already career employees.

25X1A9a MR. [REDACTED]: Why wouldn't the simplest procedure be to have them sign this application and then hold it, and then process it when their three years comes around because if you have a new statement of intent you are going to introduce a lot of variable factors of varying interpretations, etc.

25X1A9a MR. [REDACTED] Why wouldn't just a simple statement on the part of an individual that when he is eligible he intends to apply in the normal way?

Why doesn't that --

25X1A9a MR. [REDACTED] So long as it is tied in with this application that is perfectly O.K., so long as it is tied into this application that when he becomes eligible he will sign this application as evidence of his intent.

25X1A9a MR. [REDACTED] says in so many words that is impossible to do and maintain the needs of ORR.

During FY 1955, a considerable effort is being placed on the recruitment of new personnel to fill current and anticipated vacancies. It is pointed out that a strict interpretation of paragraph B3 will have serious consequence on the extent to which these persons can be trained for more effective utilization. In effect, ORR will lose three years before being able to improve the qualifications of new analysts through external training. It will be another two years before some of the most promising analysts now on duty will be eligible for training under your proposed policy. It is suggested that if the Office of Training believes that some further restrictions must be placed on part-time training that the maximum that could be acceptable to ORR would require the satisfactory completion of one year's service with the Agency with exception as necessary.

25X1A9a MR. [REDACTED] Well, Hugh, I think that is all out of order. Subsequent to this memo we had a meeting with Matt Baird, and I think there was agreement not based on this agreement that the people less than three years would be permitted external training as long as there was need for the training and they would sign the full intent to become members of the CIA Career Service.

MR. KIRKPATRICK: That last paragraph incidentally is one place where ORR has erred most. It has been most of the ones that have left that have been the ones new to the Agency that have got external training and then departed. I think in our analysis of the ORR inspection the statistics proved that.

25X1A9a MR. [REDACTED] I can't give you any statistics. We looked through each month's Exit Interviews to see who has recently had external training, and what was it, and how recently before their departure, and there are always I would guess six to ten people who within the last few months before they leave have had external training ranging from a few dollars to several thousand, who obviously were of no longer benefit to the Agency.

25X1A9a MR. KIRKPATRICK: If really want to get tough could make them pay back. [REDACTED] In these correspondence courses with the Capitol Radio they have to agree to pay for the cost if they don't satisfactorily complete it.

25X1A9a MR. [REDACTED] That might be a real good move.

25X1A9a MR. [REDACTED] One reason for bringing up these figures, however, to show the kind of training [REDACTED] is talking about is a great deal less expensive than the language and area training. For 371 people the cost was only \$47,000.

25X1A9a MR. [REDACTED] If it is only \$150 as opposed to \$1,000 there is no reason why somebody couldn't sign a note for that kind of training. \$150 isn't --

25X1A9a MR. [REDACTED] That sounds like a good thing -- agree to lay it on the line.

MR. KIRKPATRICK: I think people would hesitate to take these courses capriciously if they had to sign something like that, and I think we might get a lot more serious intent if we had something that if they were going to leave, why . . . There would obviously be factors where would have to be considered the Agency would waive the --

25X1A9a MR. [REDACTED] Could have a three-year note or two-year note, or something show that after the lapse of two or three years then they are no longer to, and we pay the cost of training.

MR. KIRKPATRICK: What do you think about it, Red?

COLONEL WHITE: I think they ought to have to sign something. What is the specific problem though before the house?

25X1A9a MR. [REDACTED] Whether the requirement is proper that a person be a member of the Career Staff before he can take external training, and if not what do you do.

25X1A9a MR. [REDACTED] Or that he sign a statement of intent.

25X1A9a MR. REYNOLDS: Does this apply to any extent anywhere except the DDI?

MR. [REDACTED] Throughout the Agency, yes.

MR. KIRKPATRICK: Language training is DD/I actually.

COLONEL WHITE: I believe that preferably the person should be a member of the Career Staff, and exceptions to that should be honest to God exceptions, and we should have pretty complete assurance that the individual who takes this training is going to become a member of the Career Staff. I doubt from a practical point of view frankly whether you will get very many people to sign a note.

MR. KIRKPATRICK: I don't mean a note. I think the statement of intent with the understanding that should they leave the Agency voluntarily for other employment, something to that effect, that they will within a given period reimburse the Agency for the cost of this external training. I don't think that is too unreasonable.

COLONEL WHITE: That isn't too severe and could be done. I mean you could take it out of their final settlement whether it be a retirement fund or something else.

MR. KIRKPATRICK: And when you specify other employment you eliminate the possibilities of somebody's wife dying, and father dying, etc., and they have to go home.

COLONEL WHITE: I agree with Kirk. I don't go along with the Agency paying for training from which we can't see tangible benefit accruing to us when he returns, and I think that ORR -- I am not sure -- one office I know where they had a problem as to whether or not a man should be sent to Training

because he would get a degree, and a degree was necessary in the minds of some supervisor in order for him to get a promotion, and I don't believe in that, and I think ORR is the office that has that --

25X1A9a MR. [REDACTED] I know another office too though.

COLONEL WHITE: I don't believe in that for one minute that the holding of a degree should be that important, and if it is that important I don't think we should pay for it.

25X1A9a

MR. [REDACTED]: Naturally the Office of Training does its best to police this damn thing but cannot do it really well. We cannot be sure that a given course is or is not in the interest of the Agency so that we can really have an opinion on it, and frequently . . . One result of that, however, has been that the Office of Training has been much stricter on its own personnel than it has on personnel anywhere in the Agency. We have a number of people in the A&E Staff where their increased knowledge of psychology is definitely of benefit to their job but where they pay for the training themselves on the grounds that to do the job well requires certain skills which we might have presumed they had when they arrived, and it is not up to us to prepare them for the standard which we could well have required from them before they got here, and many people in the Assessment and Evaluation Staff are paying for their own training in psychology.

COLONEL WHITE: I think an Agency policy is certainly in order because you have no uniformity at the moment. I have people in the Comptroller's Office who are going to night school on their own studying to be accountants, for example. You have a number of people I know of going to night school on their own learning to be lawyers, and certainly that degree is going to be highly beneficial to them as administrative officers, for instance, and they are paying for that themselves, and we are badly in need of a policy statement which the Office of Training can use as its bible.

MR. REYNOLDS: What is your pleasure, gentlemen? Shall the Office of Training produce the draft of a notice on this matter stating the policy as the Career Board has outlined it here today -- this Council has outlined it here today?

MR. KIRKPATRICK: Yes, but one further thing. I think we could give Hugh his guidance in drafting this. He has mentioned the psychologists going to school to get training for themselves, and Red has mentioned the accountants going to school to get training for themselves. Well in the more academic side of the organization degrees are like decorations in the profession. The more degrees they have the better they stand in their profession. I think that is fine. I am not one that is talking down the business of getting Masters, Doctors, etc., but I don't think we should be party to their developing their professional reputation after coming with the Agency. I think if they want to develop that, they develop it on their own, and the fact that Mr. Jones in one of the offices thinks that a guy who doesn't have a Masters shouldn't . . . Well, you are going to have to cope with that, but I don't think he should allow it to influence Agency policy.

25X1A9a

MR. [REDACTED] On that subject there are two further subjects in this statement.

Persons will not be sponsored by OTR for programs in which thesis-writing to meet degree requirements is the major activity. (This does not preclude the office of person concerned assigning the individual on TDY status to write a thesis when such is of direct interest to the office and is produced under its supervision.)

OTR sponsorship of training will be limited to substantive training having a direct bearing on the individual's usefulness to the Agency. It will not include collateral academic work required to qualify for degree-candidate status or to meet degree requirements.

But that is very hard to police, especially with the pressure from some of the overt offices that this man must have a degree.

MR. KIRKPATRICK: He ought to go out and get it before he comes to the Agency.

25X1A9a

MR. [REDACTED] Most of our big training is in languages. I think we are talking about the exception here today.

25X1A9a

[REDACTED] He has to sign a statement in the Service that he will not request resignation for either two or three years after he has completed the course.

25X1A9a

MR. [REDACTED] Not only that, the military services are in a position where they say, "We will not accept your resignation," and there is nothing he can do about it.

25X1A9a

[REDACTED] If will say will not do it, he has a moral obligation.

25X1A9a

MR. KIRKPATRICK: I think we have excellent precedent for our policy.

[REDACTED] I think in the case of my radio operators who take correspondence courses, I can't talk to every one of those and send them overseas, but the one man I have at Cornell I had a long soul searching talk with him, and he swore up and down he had every intention of staying with the Agency. Well, that is his promise to me. He can break it, but I don't think he is the kind of a man that will break it. I think if these higher grade people at the head of the office will bear down on them, it is as good as any statement of intent that will sign.

MR. REYNOLDS: Well, then, if there is no objection the Office of Training will produce a policy statement for concurrence by the other members of this Council outlining our policy on this question. If there are no objections we will proceed to the next item on the Agenda.

COLONEL WHITE: May I say one thing, Harry? There is a question in my mind, as to whether it relates to the next item or one item on the Agenda, is whether or not that should be brought back to the Council without first trying to coordinate it through the normal coordinating machinery.

MR. REYNOLDS: I think it should be coordinated through the normal machinery before it is brought back to the Council for final approval.

COLONEL WHITE: I agree, and I mean the normal coordination is a much fuller careful coordination.

25X1A9a

MR. [REDACTED] It reaches into the working level.

25X1A

MR. REYNOLDS: If there are no further questions we will proceed to the next which is an amendment to the Regulation [REDACTED] on promotions. You will recall that we told the Council late in August or early September that we were making this change in order to overcome the evident discrepancy there was in the one-grade versus two-grade promotion. We have done a lot of work on

this, and we think it is a fair answer to the question which was raised at the time. You will note we have broken down the jobs in the Agency into two groups. One group will be promoted one grade, and the other group two grades when it gets above Grade 7.

25X1A9a [REDACTED]: Mr. Chairman, I just saw this. I think it came to me this morning. I don't have any idea what effect it is going to have. I would like to . . . I am sure I know the philosophy, and I know all too well that these titles that Wage and Classification give to certain jobs are sometimes play on semantics, and they are not given with this kind of a thing in mind. You can talk about a diesel mechanic and it turns out he is not a diesel mechanic but he is a power plant station engineer, and he might easily fall one way or the other. I would like to study it.

MR. REYNOLDS: May we then defer action on this until the next meeting which will probably be next week?

25X1A9a COLONEL WHITE: This is the same point I really was making on Hugh's paper, which I would like to make again. I am in the same position as [REDACTED] 25X1A [REDACTED] I have not had a chance to discuss it with my people, which I would like to do, but first of all this staff study, if you approve the principles in the staff study which seem as you read it to be all right, you also buy the regulations, and it seems to me that we would be in much better position here and take much less of our time if we throw this into the regulations' mill, and then if we can't agree, or even if we do agree, I mean this Council could put its stamp of approval on it as a policy statement. But if we threw it into the regulations' mill first and then came out either agreed or with differences, the Council would have a much clearer picture of what we were actually acting on. I would like to suggest that that be done.

25X1A9a MR. [REDACTED] I would very much too.

MR. REYNOLDS: Would the rest of the Council approve that in which the Office of Personnel will put this in the mill for concurrence.

Item No. 5 I am going to read a memorandum which I will just give you which covers the thing better than I can myself, and then pass those around, yes.

Reading:

1. At our 30 September meeting, the Career Council decided that the controls, authority and procedures necessary to the handling of welfare funds should be established by staff study or memorandum approved by competent authority, and that no regulatory type issuance should be utilized. In addition, the preparation of a brief notice on financial assistance available to employees was directed, such notice to be promulgated to the supervisory personnel level. The Council agreed that the Credit Union was the proper source of funds for employees needing small loans.

2. Examination of the employee problems that give rise to a requirement for assistance, the funds available and the possible alternatives for solution of these problems present almost a complete dilemma.

a. In looking critically at the general type of employee problem which gives rise to a need for welfare assistance, it appears that the problems would be such as to have placed the employee in a position where he had exhausted his credit with the Credit Union, with normal banking facilities, normal lending facilities, excluding loan sharks, and from other normal sources of assistance such as his family or in-laws. Were this not the case, the employee would have no need of turning to his supervisor, the Employee Services Division or any other Agency entity for assistance. I believe that I am generally correct that this is the type of employee that we have been considering in previous discussion as being in need of assistance. The Agency Credit Union facilities are now available to employees serving overseas who are unable to use local credit facilities.

b. One source of funds for welfare type assistance is the charitable corporation formed by friends of the Agency. It is my understanding that that corporation has available at the present time \$1,000. The administration of the funds of the corporation must be by officers of the corporation. Apparently, the Council will be able to assist them only by screening requests for assistance before such requests are passed on to the corporation. As for the funds available from the corporation established by the friends of the Agency, those funds are so limited at the present time, with little more than a hope for any future funds, that it would appear at this time that very little help may be expected from that source.

c. Another source of funds is a portion of profits from the operation of cafeterias in Agency buildings by Government Services, Inc. As I understand it, this fund comes into us quarterly and has been received and accumulated over the past several years by the CIA Welfare Board. At the present time there is a total of approximately \$3,000 and the normal expectancy of somewhere around \$1,200 per year income from this source. However, these funds from GSI, although in the past having been granted to the CIA Welfare Board, are normally available only to a properly organized and accredited welfare society of Government employees, occupying buildings in which GSI has operating units, and which association has (1) officers selected by the membership, (2) a constitution and by-laws, (3) intelligible objectives, and (4) serves the total membership of such Agency or a representative number of said membership and not just a small group which is not primarily



concerned with the general welfare of the total Agency population. GSI has no specific mandatory regulations which such welfare associations must comply with, and such associations are not required to submit financial statements concerning the use of the funds provided. In consequence, it is seen that although no objection has been taken in the past by GSI providing funds to the CIA Welfare Board, should a question arise in the future, it might cost the Agency employees this source of funds to assist them in employee activities. It appears that the transfer of funds to an association such as Potomac Recreation Association, if not disbanded, or a similar association meeting GSI criteria for the receipt and disposition of funds has merit, provided basic control over the activities of the association is retained by the Welfare Board. The problems involved in such an arrangement, including both legal and security issues, are being studied at this time and the results of the survey will be made available to the Council at a later date.

3. It is recommended that the memorandum published by the Director on 26 October 1953, establishing the CIA Welfare Board, be amended to provide that the Assistant Director for Personnel be established as Chairman and Treasurer, vice the Inspector General. The amendment should also provide that the Inspector General remain on the Board as a member. The Assistant Director for Personnel would then take over the records and funds which have been available to the Welfare Board up to this time.

4. I have for your consideration a proposed Notice which I feel expresses the intent of the Council in advising employees of financial assistance available to them. If you concur, we can have this Notice published immediately.

Well, that would fit in. We would use the Potomac Recreation Association as the working group which is in the Employees Services Division and is used for softball equipment and other forms of athletic activity, and it is a perfectly natural medium for us to handle this fund in that way properly supervised by this Council, which is the CIA Welfare Board itself. Now if this Notice meets with your approval. It is what Kirk suggested. We think it is what you wanted, Kirk.

25X1A9a MR. [REDACTED] Would this have very limited distribution?

MR. REYNOLDS: Yes, that is your idea, isn't it, Kirk?

MR. KIRKPATRICK: I would think it would go just to supervisors, Gene, and the ones that should if they are properly exercising their functions come across any cases.

25X1A9a MR. [REDACTED] Yes.

MR. KIRKPATRICK: Cases of need. Otherwise you might generate too much interest.

25X1A9a MR. [REDACTED] That would be an AD distribution?

MR. [REDACTED] I would say AD distribution would be almost enough for us, and maybe the Division Head.

MR. REYNOLDS: Does that meet with your approval, Kirk?

25X1A9a MR. KIRKPATRICK: Yes.

MR. [REDACTED] How would you propose to get this out to the field, Harry?

X MR. KIRKPATRICK: Send it to the Station Chiefs, Senior Reps.

MR. REYNOLDS: Yes, Senior Reps.

MR. KIRKPATRICK: They should know about it.

25X1A9a MR. REYNOLDS: Is that all right from the DD/P angle?

MR. [REDACTED] I think so, yes.

MR. REYNOLDS: If there is no objection then we will proceed to publish this Notice to a very limited distribution. Now the actual situation, gentlemen, on this welfare fund is we can't really do very much with that small amount of money.

X MR. KIRKPATRICK: We can have as much money as we want, Harry. I think your statement you read is slightly misinformed from that point of view. The Foundation can raise as much money as we want whether it is \$10,000 or \$25,000, and I am sure they can do it very quickly if we put any pressure on them. The reason they have not raised more is because there has been no demand for it. We have had three cases submitted to the Welfare Fund. All three were approved by the Internal Board and approved by the External Board and paid off. One was paid off actually from the GSI funds. I don't know whether we should pay that back or not. I am not particularly inclined to spend \$3,000 on baseball bats.

MR. REYNOLDS: There is very little that goes for that I can assure you.

MR. KIRKPATRICK: As far as the outside Foundation is concerned, I am sure if we ask these boys and say we need \$25,000 in the fund, in a matter of weeks we could have \$25,000 in the fund. There is no solicitation ever taken. The contributions that came in were extemporaneous.

COLONEL WHITE: How much do we have in the fund?

MR. KIRKPATRICK: It would be a little over \$500 because the grants we made take it down to that. As I say, there is another thousand dollars that was taken out of the GSI fund originally if we want to pay back we can.

COLONEL WHITE: If we pay that back we will be short \$500. I think we are in need of a solicitation.

MR. REYNOLDS: Is it the pleasure of the Council to recommend that this fund be turned over to the AD/P for administration in the Employee Services Division as we see fit to operate it, at least for small amounts?

COLONEL WHITE: This is GSI fund?

MR. REYNOLDS: GSI, just GSI. The signing authority I don't know whether it is in your hands.

COLONEL WHITE: No, it is in your hands.

MR. REYNOLDS: I don't know where it is now. I haven't been able to find out yet. In the meantime there are two checks outstanding totalling \$600 we would like to get in the Credit Union.

MR. KIRKPATRICK: If it is still in my hands I will take no responsibility as to what happens to the funds.

MR. REYNOLDS: If you will sign off on those checks I will get them into the Credit Union right away. Ed swears he has it but says he can't approve it. O.K., that is so ordered.

No. 6, Questions and Answers concerning the Career Program. You know we might almost finish all of this Agenda.

MR. KIRKPATRICK: You left off part of that last thing, and the second part is amending the Director's memorandum so you can take over the fund. Let's approve that too so I can get out of that.

MR. REYNOLDS: All right, that is approved. The recommendation in the memorandum is approved. Except no comingling now. I am just talking about the GSI and CIA Welfare funds are one and the same. That is the only income the Welfare Fund has. The other one is known as Government Employees Rehabilitation.

MR. KIRKPATRICK: Something like that. They have changed it three or

four times. I have lost track.

MR. REYNOLDS: That is a wonderful title, and they are trying to prove

25X1A9a it be tax exempt.

MR. [REDACTED] That is not affected by this. This is just the GSI funds

that come from GSI?

25X1A9a

[REDACTED] That is right. That is a charitable foundation. This paper

that has just been passed around is one Mr. Dulles has signed because of the

many questions that have been asked on married women. Would you see that at

least two dozen copies are sent over to the Contact Division Headquarters

tomorrow [REDACTED]

25X1A

25X1A9a

[REDACTED] Isn't this the one we dealt with Friday?

25X1A9a

MR. REYNOLDS: Yes, that is right. The next item is Item 6, Mr.

25X1A9a

MR. [REDACTED] It is on the Questions and Answers. Five hundred and thirty-seven questions have been asked as a result of the Career Service Conference, and approximately 300 of those have been disposed of. By disposed of I mean consolidation of these 536 has brought the effective net number of valid distinct questions down to approximately 400. A total of 25 of those questions were answered by members of the Council at the proceedings in the Department of Agriculture. One hundred and twenty-seven plus answers have been processed and staffed in the Office of Personnel to make sure that they reflect policy, the correct policy and the correct answers, so there remain of these 550 questions approximately 250 on which we are still working to produce the correct answer. Now after these 400 questions have been answered, according to an exchange of memoranda between Mr. Kirkpatrick and Mr. Reynolds, the individuals who asked them -- asked the questions -- if they can be traced, and in many cases they were anonymous, some signed by initials, etc., some people can't be located, but if the individuals can be located they will receive the answer to their question. In addition the brochure which we have talked about so many times, and which is making some progress, on the Career System of CIA will contain a selected group of questions -- not all of them -- an appropriate and selected

group of questions and answers is following each chapter of the brochure, and the plan is that that will be, while a classified document -- classified brochure -- available to all employees of the Agency. Now this is a gigantic job. The job of working out the answers to these questions is something which I didn't anticipate when we so glibly asked people to ask the questions.

MR. KIRKPATRICK: The glibness I worry about is not asking them to ask the questions but telling them we would answer them individually.

██████████ We didn't realize what we had bitten off, or I didn't realize what I had bitten off.

MR. KIRKPATRICK: I think we have a moral obligation to see that an individual who signs his name to a question gets the answer addressed to him regardless of whether it is capricious or trying to put us on the spot, or is a leading question. He should get an answer. Both you and Mr. Reynolds made the statement that they would be answered to the individual, and we have to live up to that obligation no matter how onerous it is.

25X1A9a

MR. ██████████ Now the next question is, does this Council want to review the answers to these questions because you will recall from the problem we had. This solves about 50 questions, and there is a lot of difference of opinion as to how question 144, for example, is to be answered, and the minute you answer a specific question you have established a policy from which you cannot retire.

MR. KIRKPATRICK: The only question I have is when will we get the answers out?

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MR. ██████████ The minute the Council decides they can go out, but I need guidance as to who is going to decide what the correct answer is because what I think is the correct answer somebody else might not agree with. It can be delegated to the Assistant Director of Personnel to take the responsibility for the answer or the Council. Or the answers as they are staffed in the Office of Personnel can be distributed to the Council for its concurrence.

MR. KIRKPATRICK: Why don't we say that the answers will be distributed as they are prepared to the members of the Council, and if they don't object within 48 hours after they receive them, it be issued?

MR. REYNOLDS: Or you can do it this way, Kirk. I think that 75% of the questions that have been asked I can answer without referring them to the Council, and there may be 25%, but I doubt it, that may be sticky and I want the Council's opinion on. If you will leave it to my discretion to bring the questions up to you which I think are sticky ones.

MR. KIRKPATRICK: Sticky, or policy, or that generate --  
I wouldn't refer any of the technical personnel --

MR. REYNOLDS: Since the meeting we have answered a lot of questions anyway, and we resolved a lot of policy. At this last Orientation I got very few questions that weren't answered in the text or that we haven't answered before, and I think my text of that speech answered a lot of questions.

25X1A9a MR. [REDACTED] We got 40 questions from the Orientation Course that had not been asked previously. Now also in contacting these persons to find out if the question can be traced, and also at the time it was done, there are many, I would say the majority, of these questions were asked in order to stimulate the problem, not because the individual required the answer. Therefore your position is perfectly correct, Kirk, that since we guaranteed to give the individual the answer, there are a great many individuals who are perfectly willing to have the answer given in a general sense rather than expecting that they are going to get a personal letter.

MR. KIRKPATRICK: How do you differentiate between them though? In my mind nothing could be worse than to start off a Career Service in the Agency and make a statement to the effect that if you ask question you are going to get an answer to yours. I think no matter how onerous or costly it is to the Agency, if we made that statement, we are going to have to back it up.

25X1A9a MR. [REDACTED] We are going to have to have some help on it because I can only say with sincerity it is a fantastically difficult and gigantic job to answer these questions

25X1A9a MR. [REDACTED] I still have a question about this one. I just read it. Am I right in my reading that all it says is that anybody can apply for Career Service? This gives no assurance of acceptance.

MR. KIRKPATRICK: That is right. What this does is try and correct the misapprehensions that arose regarding mental reservations, to wit, I am a married woman. I live in Washington. My husband works in Washington. I can't say I am going anywhere in the world because I am not going to leave my husband to go work anywhere in the world. Now if a sudden major crisis arose and the national interest was at stake, we might ask you to be separated from your husband for a while.

25X1A9a MR. [REDACTED] Now this afternoon the case of a man who says that he can't go overseas for six years. We don't see how he can sign that certificate with a clear conscience.

25X1A9a [REDACTED] Sure, sure, he can.

MR. KIRKPATRICK: Why the six years? I mean the reason would be the whole thing behind it.

25X1A9a MR. [REDACTED] We didn't think there were good and sufficient reasons. That is the point. Well the intent of this then is not only that these applications should be made but that in general even considerable restrictions will be accepted?

25X1A9a MR. KIRKPATRICK: That is right.

MR. [REDACTED] I don't read that in this paper, and that is why I wanted to find out.

MR. REYNOLDS: That is right. When your Selection Board process gets going, which it will very soon, and as of tomorrow we expect it . . . to sign off on the major principles which we discussed last week. We can then proceed to go into the selection process. Is there anything further on this, Rud?

25X1A9a [REDACTED] I was going to suggest that can't you answer these in a form letter saying that your question fell into the following category, and all those closely related he gets a mimeographed form?

25X1A9a MR. [REDACTED] We anticipate that the transmittal of the answer will be through a multilith form letter, but the attachment is the problem, not producing the transmittal.

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MR. KIRKPATRICK: What is your anticipation of how long before these people are going to get their answers?

MR. [REDACTED] Well, there are 150 answers that can go out provided this Council approves of certain ones in the 150 which will be selected, but there are 150 approximately which are ready to go because they have been staffed and coordinated by all the pertinent staffs in the Personnel Office, and the Personnel Office position is that this is the correct answer. Now there may be some on which Mr. Reynolds will want to refer to this Council.

25X1A9a

MR. REYNOLDS: That I will do, but let's get those flowing across the desk for my signature.

MR. KIRKPATRICK: Being the devil's advocate around here, it seems to me if I were a lowly employee of this Agency and the big brass assembled on the podium at the Department of Agriculture, and I got an answer four or six months later, I would say that either our Personnel Office doesn't know what it is doing or these people who told me they had a Career Service worked out didn't know they had one worked out, so I think this calls for emergency measures to get these answers out before any more months. August 3, September 3, October 3, and it will be November 3 very shortly.

MR. REYNOLDS: You start those 150 rolling across my desk right now. Now there is just this one more item which I think is very quick, gentlemen. Matt and I in discussing this thought we would do the same thing as we did last year. Is that still in order? Have a Board?

25X1A9a

MR. [REDACTED] and Matt talked to me about this. There are several selection problems coming up in the very near future; the Naval War College, I believe, at Norfolk will require selection in December. Now Matt wants to know how the Council would like to have this handled, and as a suggestion he suggests that the Council delegate to him the responsibility of assembling a Selection Board in the same way it has been done before and reporting the selection to the Council for its confirmation before the selection is forwarded to the Director for his approval.

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Isn't that the way we did it the last time?

MR. REYNOLDS: That is the way we did it the last time. Is that satisfactory?

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MR. [REDACTED]: Rather than have the selection take place at a Council meeting.

25X1A9a

MR. [REDACTED] The main thing is not have the selection take place in this Council.

MR. REYNOLDS: That is right; that is quite a screening process. If Mr. Baird's suggestion is satisfactory to the Council and there are no objections, it stands approved. Is there any further business? If not this meeting stands adjourned.

(There being no further business to come before the Council,  
the meeting was adjourned at 5:05 P.M.)

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